

East Midlands Improvement and Efficiency Partnership



East Midlands
Improvement and
Efficiency Partnership

East Midlands develops local markets to improve quality of support for citizens ▼



Helping young adults with learning difficulties to develop their skills.

Three successful projects ‘Think Local Act Personal’ in the region ▼

To support the transformation of social care services in the region, the East Midlands Joint Improvement Partnership (JIP) funded a programme that contributed to developing local social care markets. Leicester City Council chaired and led the East Midlands Commissioning and Market Board which oversaw its development and implementation.

“The East Midlands JIP has given significant focus to supporting Local

Authorities to develop their local markets in partnership with providers and people who use services. I am pleased to see that this is now having a positive impact on the range and choice of services available to local citizens, as well as developing new more personalised ways of working for the future”.

Councillor Michael Cooke
Lead Cabinet Member for Adults
Leicester City Council

Bringing quality support to local people ▾

This case study focuses on examples of three projects from different areas of the programme, which although very different, all work towards the same aim: to ensure local people have a broad range of quality support options to choose from.

Already, the three projects have achieved significant successes:

- The development of an e-market, ChooseMySupport across Leicestershire County and

Leicester City, had 60 providers involved by the time it went live.

- A successful micro-market development project in Nottinghamshire has supported 27 providers to date, providing nine of these with start-up funding.
- A Working Together for Change project in Derby has led to a deeper understanding of what is needed for people with learning disabilities in the area.

Why developing the range and diversity of local provision is important. ▾

The sector-wide partnership agreement 'Think Local Act Personal' reinforces the importance of personalised social care. It puts greater emphasis on more efficient, effective and integrated service delivery across both health and social care, as well as increasing the role of service providers and building the capacity and expertise of communities and individuals.

Local authorities across the UK are working towards a time when all people eligible for ongoing council social care funding will have their own personal budget to spend on their care and support. Direct payments, where people take money directly to purchase

their support themselves, are the preferred model for most users.

This represents a real transformation in social care, and its success depends on the ability to develop local markets so that a broad range of quality support is available to citizens. Local authorities have the role of shaping and building local markets with stakeholders so that people can choose from a wide range of options to create innovative packages of individualised care and support.

This will be more complex than in the past, as increasing numbers of individuals will pay

providers directly, rather than the Local Authorities managing all the contracts. Developing the market for personalised social care requires major changes in relationships, methods and risk-sharing between

social care departments and their providers. It also requires people who use services and their families to set the direction for the pattern of local services.

Project 1: Developing social care e-markets ▾

What is an e-market?

A social care e-market is an electronic marketplace for a wide range of care and support services from which both personal budget holders and local citizens can explore, choose and purchase support, care and equipment online. It works in a similar way to buying products through sites such as 'Amazon'.

The availability of appropriate advertising and purchasing sites on the internet will also support councils to achieve efficiency savings on administrative costs, provide a forum for engaging with providers as well as providing access to better information and services for all local citizens, including those who may pay for services from their own funds.

In recognition of the benefits that this type of technology could bring, through the East Midlands JIP, the Regional Improvement and Efficiency Partnership provided capital funds for local development.

All localities were invited to submit against set criteria. The work had to evidence cashable efficiencies and ideally would involve potential for initial collaborative procurement, or for others areas to join contracts in the future, sharing any financial benefits that would bring. Three projects were selected.

Working in partnership

For one of these projects, Leicestershire County Council and Leicester City Council jointly procured and implemented ChooseMySupport. The site is an externally hosted internet based system and has been developed to enable the buying and selling of support services and products across the sub-region. Whilst there are only two authorities involved at this stage, there is opportunity for other authorities in the region to join the partnership at any time during the life of the contract.

The two authorities worked together on the extensive procurement exercise to choose

an appropriate supplier, support the development of the site, carry out implementation tasks and communication activities. Doing this jointly has resulted in significant savings in initial procurement, ongoing maintenance costs and promotional materials. Sharing of expertise and staff resources across the authorities have also led to non-cashable savings and knowledge transfer. The nature of the market for this type of system meant that timescales for both the procurement process and implementation had to be extended. The supplier and partnership authorities worked effectively together to overcome challenges arising from taking forward such a new approach.

ChooseMySupport, www.choosemysupport.org.uk, is available to the general public. The development process necessitated significant engagement with service users and representative groups to ensure that their needs and views were taken into account at the requirement gathering and testing stages. Ongoing publicity and promotion plans target both people who are eligible for social care and people who fund their own, to ensure the widest customer base possible.

What ChooseMySupport offers

The site enables people to choose to search for services delivered only in their postcode area which makes searching more efficient. As the range of services and products increases over the next 12 months, it is believed that ChooseMySupport will provide a wide ranging choice of services and products for customers to purchase, or simply search for providers who can meet their specific needs.

Local authority front line, commissioning and contracting staff also played a key role in developing the system to ensure that it also supports them effectively in undertaking their roles and responsibilities. It is anticipated that the e-marketplace will also be an effective platform for staff to search for product and services too, assisting people to self-serve where possible.

From a provider point of view ChooseMySupport provides a platform to advertise and sell services and products not only to recipients of financial support from local authorities, but also to the wider community. This will support providers of all sizes to enter the market and increase their commercial coverage.

Local authorities and providers will also use the site to assess the market in a given area, to enable better understanding of where there are gaps in services and support market

development. In the long term this will lead to better service provision across the geographical area and encourage the growth of new providers.

Councillor Sprason
Lead Member Adults & Communities
Leicestershire County Council

A positive start and significant cost savings

Providers have been actively involved in the design and testing of the site with a core group of

providers carrying out specific user acceptance tests. There are currently over 60 providers signed up to the site ready for launch and a list of providers waiting to join once the system is launched. There are engagement plans in both authorities for ensuring the provider base continues to grow over the next 12 months.

The collaborative approach taken to this project generated significant cost savings:

Direct procurement cost savings	£7,000
Implementation staff savings	£21,000
Software/supplier savings year 1	£93,000
Software/supplier savings ongoing maintenance	£23,000
TOTAL SAVINGS	£144,000

The site is now live and can be accessed at www.choosemysupport.org.uk

Project 2: Developing social care micro markets ▾

What are micro markets and why are they important?

Micro providers run very small local enterprises that provide a range of social care services.

They are a vital part of creating a diverse local market and providing flexible, personalised support to people. Micro enterprises established and run by local people are in a good position to

deliver individualised services to people in their local community.

The range of support they can offer is diverse. Some examples include: Supported tenancies, small residential care homes, leisure activities either individually or in small groups, drop-in centres, support within the home to remain independent and short breaks, as well as brokerage and support planning services.

Every local authority has micro providers in their area, but they face specific and growing pressures that make it harder for existing providers to survive and new ones to set up. Barriers include; difficulties accessing information, business support and advice, the resources required to meet new regulations/legislation and commissioning practices designed for larger organisations. Micro providers can be difficult to identify and engage with and over the past five years, in most areas their numbers are falling.

In order to identify the most successful ways to support the development of micro markets, the Department of Health (DH) funded a national three-year project, managed by NAAPS UK. Two pilot sites in Oldham and Kent tested an approach of employing a specific local Micro Market Co-ordinator post to identify micro services in each area, provide bespoke support where challenges and barriers were identified and encourage new providers into the market to increase diversity.

NAAPS UK represents small family and community-based social care services. In turn, it established Community Catalysts, a community interest company which offers a range of support services that local authorities,

PCTs and others can purchase to assist with local micro market development. They offer advice, and practical support to identify and understand the range of micro providers in an area and actions to increase it.

Community Catalysts has also devised a specific process for micro enterprises to gain a Quality Mark and can offer support to local authorities to establish this locally; to ensure that services that often do not fit other regulatory frameworks are offering good quality services. Furthermore Community Catalysts has created a practical manual for micro providers on how to set up a micro social care or health enterprise. In addition support can be provided to local authorities to develop and expand Shares Lives services. Further information can be found at www.communitycatalysts.co.uk.

Developing Social Care micro markets in the East Midlands

Seven Local Authorities matched funding provided by East Midlands Department of Health via the JIP and have been working with Community Catalysts to understand and use the learning from the national pilot business model to develop their micro markets. Targeting very small providers was agreed as a regional priority as this is one of the hardest areas to develop. Small local providers will be vital to offering a

diverse range of local individualised support for people to spend their personal budgets on and may also offer more cost effective options to meet specific needs.

“We are delighted with the outcomes of this regional project. The project has demonstrably increased the diversity of services available in the areas where we are working, providing great choice for people who need support and a route through which more local people have been able to use their gifts and skills to the benefit of other local people. The support from the JIP has been important not just in enabling this regional work but also in raising the profile nationally of the work that we are doing to stimulate and support micro-enterprise.”

Sian Lockwood OBE
Chief Executive
Community Catalysts CIC

Micro market development in Nottinghamshire

As a large rural area, Nottinghamshire County Council encounters a very particular set of challenges around personalisation, such as transport and the higher cost of service providers. Nottinghamshire’s Adult Social Care and Health Department identified the development of micro enterprises as one of a number of initiatives it wishes to implement in order to increase the range of supports available to personal budget holders.

Market development events and idea generation

In order to initially stimulate this work, three events were held between April 2009 and May 2010 with the commissioners, voluntary and independent sector provider organisations to engage them and better understand the challenges and opportunities which existed. The final event had a specific focus on services for black and minority communities.

As a result of these events an Ideas Form was created to establish what ideas individuals or services had about new ways of providing personalised services. Initially 15 businesses completed these, which was an encouraging start.

The Director of Operations from Community Catalysts was a keynote speaker at two of the events and feedback about the work and ideas arising from NAAPS national pilot projects to stimulate micro market development (in Oldham and Kent) was extremely positive. Nottinghamshire wanted to capitalise on this enthusiasm and energy.

Nottinghamshire formalised their work with Community Catalysts into a two year project, providing additional local funding from their own Transforming Social Care Reform Grant. A dedicated micro

provider coordinator has been in place since July 2010, alongside a multi-agency steering group that provides strategic direction, practical support and advice.

The value of a good steering group

The steering group was established in April 2010 to drive the project forward, and has subsequently met bi-monthly. Upon advice from Community Catalysts to become less focused on local authorities, representatives from local User Led Organisations (ULOs) were involved as well as Nottingham Business Link and a representative from the Nottinghamshire Association of Voluntary Organisations. ULOs deliver support that is vital to offering personalised services that enable people experiencing illness or disability to live independently. These services can include information, advice, advocacy and support services for people receiving Direct Payments. The value that the local knowledge, direct experience and peer support ULOs bring is now widely recognised and accepted.

The steering group prioritised the first year of the project on micro provider development in rural parts of the County. This included micro provision for people with mental health issues; micro day

opportunities and micro provision within the black and minority ethnic communities. The focus is on small scale opportunities in health and wellbeing, such as sports, leisure, performing arts, gardening, help at home and accompanied holidays. Start up funding was made available to groups with a viable business plan within these areas for up to £1,000. This has already been taken up by five organisations and covers services that provide day opportunities for young adults with learning disabilities, a holiday and short break service, a flexible support service, a small domiciliary care provider and yoga classes. The funding has enabled the micro providers to start their businesses in different ways, including purchasing insurance cover, help with marketing their service and to purchase equipment. These providers are now in a position to deliver their services.

Examples of new or existing micro provision successfully supported by the Micro Market Co-ordinator

A person-centred day service provides opportunities for young adults with learning disabilities who are 19-24 years old.

This service helps to bridge the transition between school and college. The providers work with young adults aged 19 and above with learning disabilities.

An individual service for care at home at times when it is particularly needed, as well as support with holidays and short breaks. This service offers support to disabled customers to overcome the barriers that often limit their choices when they want to take a holiday, short break or to take part in social and recreational activities.

An individual flexible support service for all service user groups that provides Personal Organisers. This is a flexible service which includes domestic cleaning, ironing, shopping, errand running and support with appointments plus more.

Sole traders who are offering care and support to people in their own homes, or enabling them to access the community. These providers support individuals on a 1-1 basis. This may be to access college placements or to go to an appointment, support with independent living or with help to get up in the morning, to name but a few examples.

A direct payment support service has been set up, which helps users to manage their payments. It offers a range of services for users who have chosen a Direct Payment including support with recruitment, payroll and training.

Yoga classes for people with a disability or mental health illness, as well as older people. Provider is able to deliver this service in a group setting or on a one-to-one basis. The service has encouraged people to be part of their local community whilst maintaining and improving their health and wellbeing.

For each of the above services the role of the Micro Market Co-ordinator has been fundamental in offering essential, tailored advice and support, often on a one-to-one basis from the very outset of the service. The Co-ordinator has exposed the providers to market place events, which have led to potential customers, brokers and peers. The Co-ordinator has also provided important advice and information about Care Quality Commission (CQC) requirements and any relevant insurances required. The Co-ordinator has offered the necessary support for providers to apply for a 'start up' grant, which is available to all new and existing providers in the County.

Project 3: Person Centred Commissioning and Market Development ▾

Eight East Midlands local authorities took part in this project, which had the aim of developing local commissioner and provider skills in using person-centred information to inform commissioning and market development. East Midlands Department of Health, via the JIP, funded locally tailored support from Helen Sanderson Associates, to help providers use 'Working Together for Change' and 'Progress for Providers.' These are self assessment tools for providers to check their progress in delivering personalised services.

Context: Working Together for Change

The Department of Health worked with Helen Sanderson Associates to compile the national guidance 'Working Together for Change'. [Click here](#) to view the document online.

This document outlines a structured, simple, six stage process that uses information taken directly from person-centred reviews or support plans to inform strategic planning and commissioning. It looks at what is working and what isn't from the perspective of the people who are using the services, with actions

for improvement being decided together.

This provides an effective approach to ensuring coproduction between services users and providers in social care transformation. It also enables community engagement in the Joint Strategic Needs Assessment and a way of understanding and measuring the impact of personalisation.

Case Study: Derby City Council

Derby City Council was reviewing its short break and emergency care provision for people with learning disabilities and decided to use the Working Together for Change process to do this. They held an event in February 2011, attended by a variety of professionals including operational staff, providers, customers, carers and commissioners.

The events examined the reviews of adults and children who use respite and Adult Family Replacement services in order to develop a range of options that people could take up using their personal budgets.

The first event collated information, shared processes and established key themes.

On the second day an action plan was developed, based on an understanding of the root causes of what was not working for people.

Successful outcomes

The events reviewed the existing standards, training, systems and processes, as well as examining the choice of carer breaks. It then looked at how the services could be improved in the future. The events established actions which could be implemented very quickly, such as working with Disability Direct, the local user led organisation.

The events concluded that currently people with learning disabilities are not getting what they really want, but what it is assumed that they want. Derby is providing a building-based service but in reality people are looking for different options. The events also concluded that there was a need to improve and develop the adult family placement scheme, which provides carers with a break.

Next steps

The information and actions will inform the review of the short break service in Derby City and recommendations from the review will shape the way the service is

delivered in the future. This means individual's assessments/reviews will inform commissioning for short breaks in the future, providing what people actually need and want when taking their short break through the use of their personal budget.

"This is an excellent example of co-producing change within a region by hearing and understanding what people want for the future, and generating solutions and options together. Working this way reveals when our assumptions about what people want are wrong, and we need to do something different. Here people clearly said that the existing day provision must change and make way for opportunities for work. This is one of the first examples of using Working Together for Change across a region, and creates possibilities for co-ordinated, co-produced change at a regional and local level".

Helen Sanderson
Director
Helen Sanderson Associates

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East Midlands Improvement and Efficiency Partnership Case Studies

The East Midlands Improvement and Efficiency Partnership (EM IEP) is committed to celebrating the successful, innovative and imaginative project work that exists in the East Midlands region.

The EM IEP Support Team publish case studies showing how East Midlands councils are improving services and delivering significant improvements and efficiencies.

The case studies are intended to inspire councils in the region, and indeed nationally, to transform services and benefit from the processes developed by those councils that have pioneered the way forward.



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Directors of
adass
adult social services



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